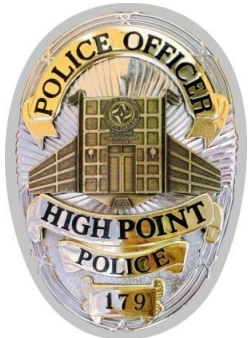


Drug Market Intervention Strategy

THE HIGH POINT MODEL
2010





The Setting

- ❖ Street drug markets are toxic to the neighborhood.
- ❖ These neighborhood are known for years as drug and prostitution markets
- ❖ Target of numerous street sweeps and UC Operations
- ❖ Despite numerous arrests the situation persists
- ❖ The community has lost faith that the police can impact the problem
- ❖ People are afraid



The Street Dealers

- ❖ The pressure we apply through law enforcement does not equal their day to day risks
- ❖ They expect to be arrested, they expect to be robbed, JUST NO EVERY DAY
- ❖ Selling one dose at a time, to people they do not know, in direct competition with others, keeps them armed and on edge
- ❖ They view the community's apathy as approval



Theory & Concepts

Source: [David M. Kennedy](#), John Jay College

- ❖ “Drug Markets” vs. “Drug Problem”
- ❖ Strong market dynamics
- ❖ Small number of dealers
- ❖ Formal sanctions matter but should be minimized
- ❖ Informal sanctions matter most of all
- ❖ Norms, narratives and persistent misunderstandings
- ❖ Help matters
- ❖ Vital hidden common ground



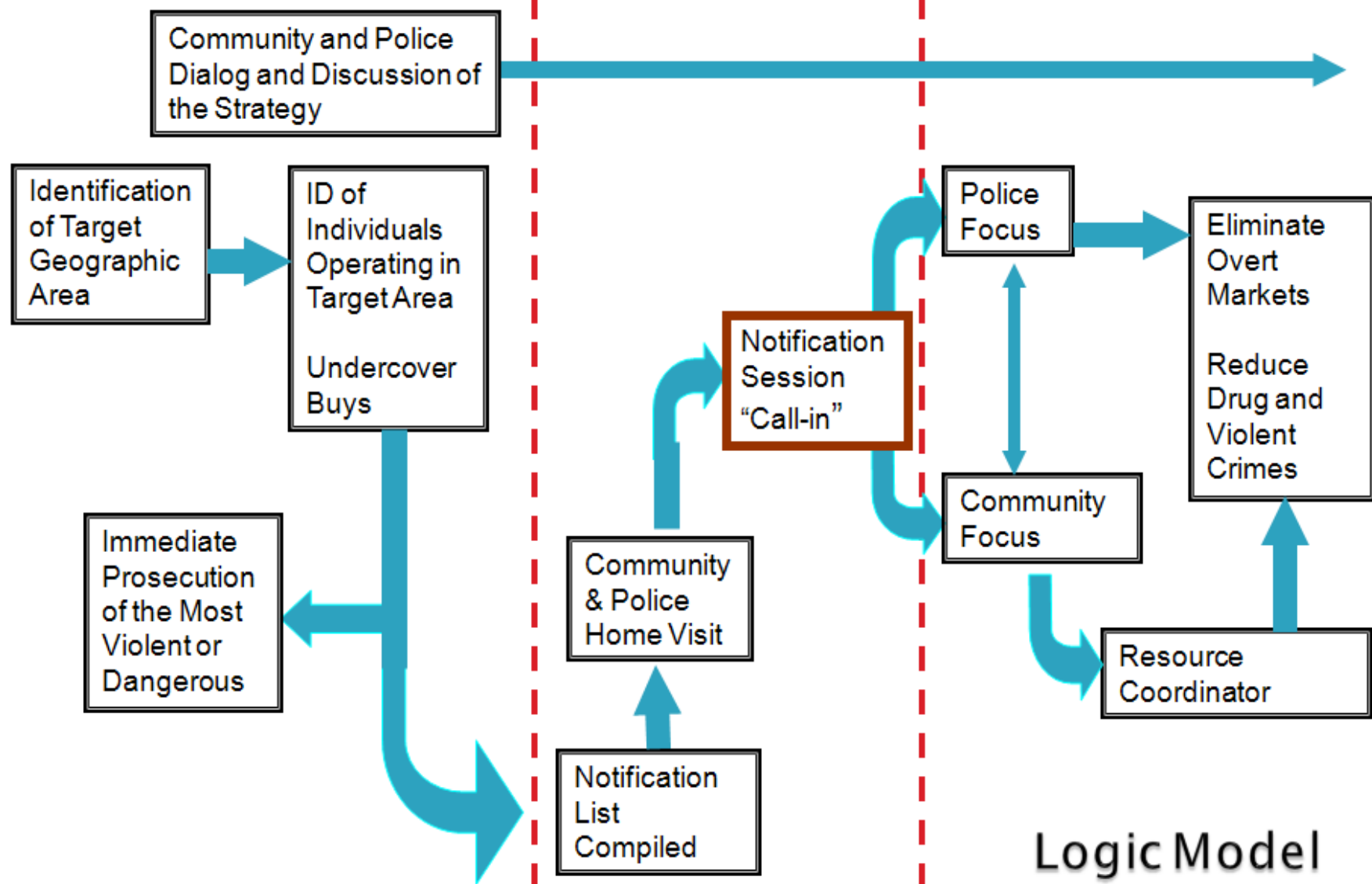
Strategic Intervention

- ❖ Directly addressing norms and narratives
- ❖ Careful identification of the players
- ❖ Creating formal deterrence “banking cases”
- ❖ Identifying “influentials”
- ❖ Direct communication with the dealers
- ❖ Focusing services
- ❖ Citywide strategy with beachheads
- ❖ Post call-in maintenance

Identification Phase

Notification Phase

Resource Delivery Phase





Operational Steps

1. Crime mapping

2. Survey

3. Incident review

4. Undercover operations

5. Mobilize community commitment

6. Contact with offender's family

7. Call-in / Notification

8. Enforcement

9. Follow through with service delivery



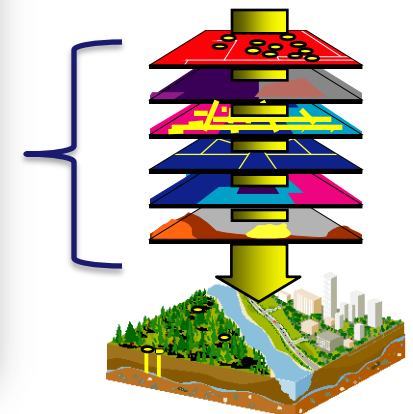
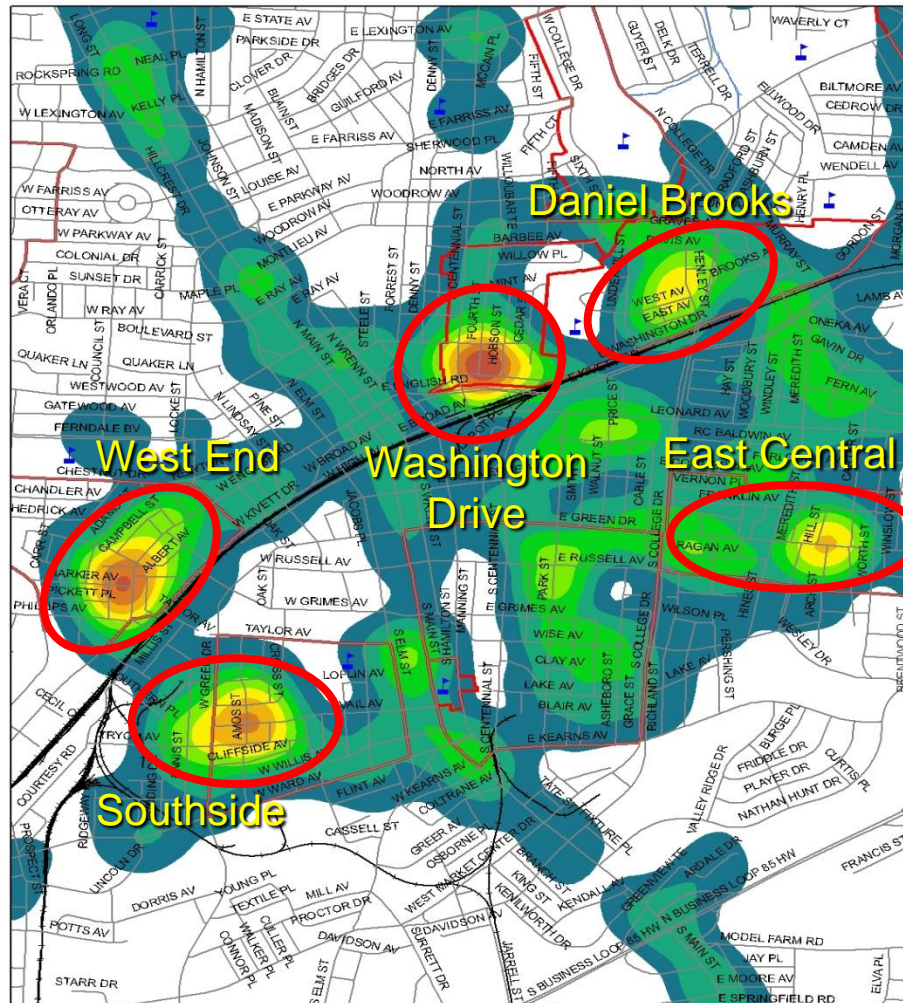
Step 1: Crime Mapping

Combined
Density Map





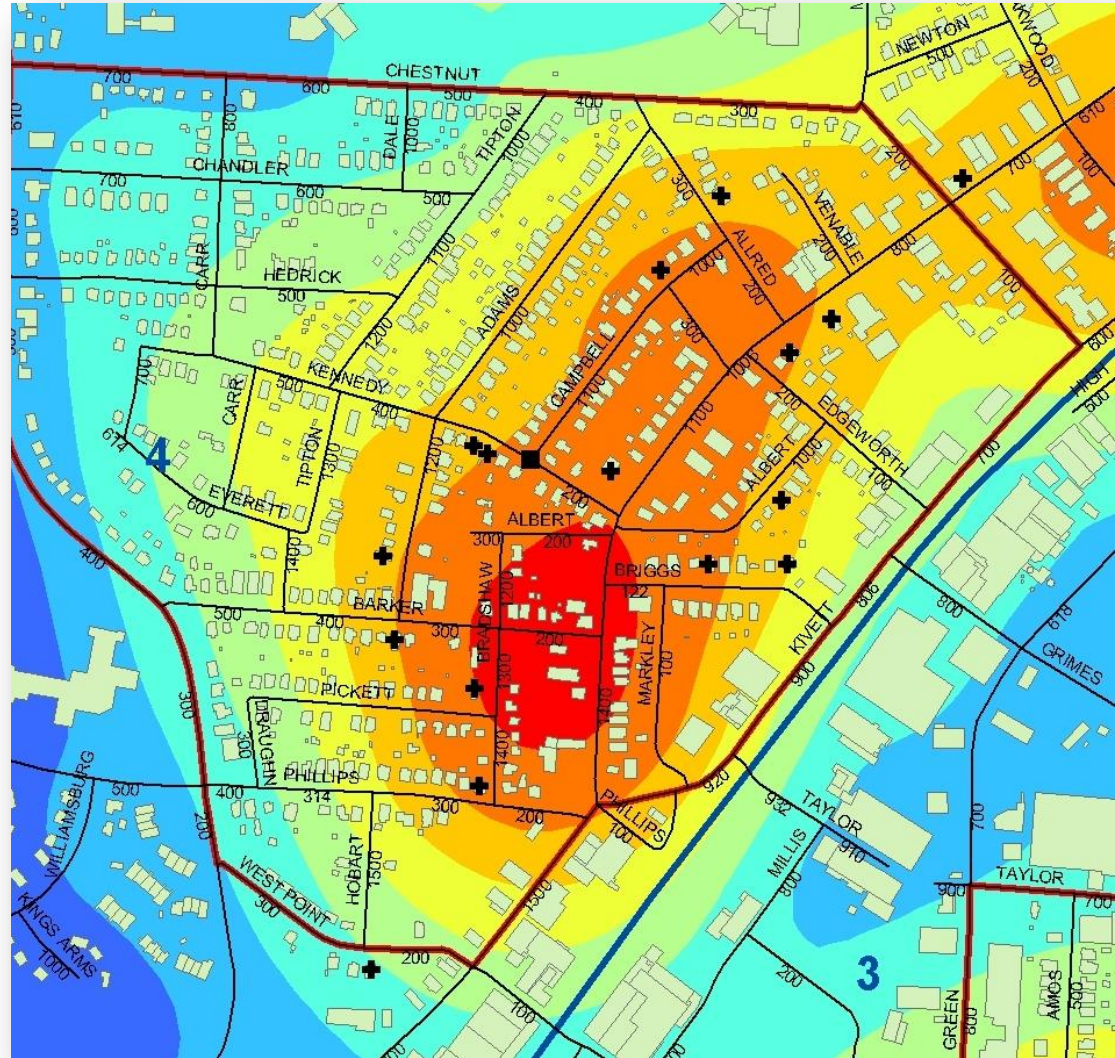
Combined Density Map





West End Neighborhood

✚ 16 crack houses
undercover buys
made from





Step 2: Survey

- ❖ Survey police officers, probation officers, narcotics detectives and community members to ID street dealers
- ❖ Identify locations as well as persons
- ❖ Create a master list of dealers and locations
- ❖ Small number of dealers in each area:
 - West End 26
 - Daniel Brooks 21
 - Southside 25
 - East Central 36
 - Washington Dr. 30



Step 3: Incident Review

- ❖ Conduct a complete incident review of all documented contacts with dealers
- ❖ All reports, contacts with police, link analysis of social network
- ❖ The list of offenders is refined to include only the street dealers based on the review...



...refining the list of dealers

- ❖ Is the dealer still active? In this area?
- ❖ Street level or mid-level?
- ❖ Pending charges?
- ❖ History of violence?
- ❖ As many as ten were dropped from each master list

CALL-IN

TICKET

West End - 12

Daniel Brooks - 9

Southside - 22

East Central - 26

PROSECUTION

ADMIT ONE

West End - 4

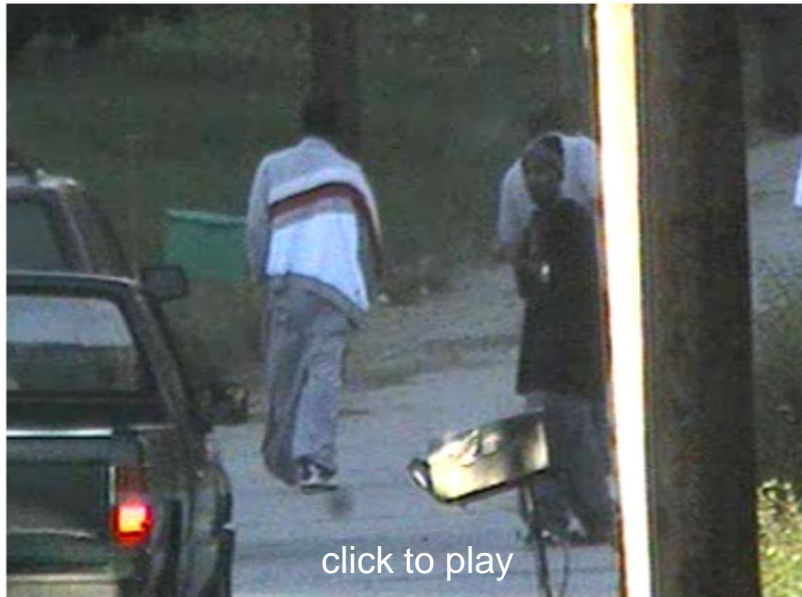
Daniel Brooks - 4

Southside - 6

East Central - 6



Step 4: Undercover Operations



Undercover buy Washington Dr DMI

- ❖ Each location and dealer is investigated
- ❖ Drug houses, street corners and businesses are photographed
- ❖ Undercover purchases made from dealers
 - Controlled buys with CI or Undercover officer
- ❖ Each buy is videotaped with audio
- ❖ The investigation requires only a judge's signature to make the arrest



Step 5: Mobilize Community Commitment

- ❖ City council members, mayor and city manager are briefed
- ❖ Hold a series of public meetings in the targeted neighborhood
- ❖ Strategy is shared fully with the community: “Is this something you will support?”





Step 6: Contact with Offender's Family

- ❖ Identify “influential’s”
- ❖ Small groups of officers, community members and clergy visit the immediate family members of the dealers
 - Explain goals, invite family to participate
 - Join in asking offender to quit dealing
 - Family encouraged to attend the call-in
- ❖ Invitation letter from the Chief
 - You are in trouble but there is a one time offer of help
 - This is not a trick, you will not be arrested tonight



Chief's Invitation Letter

Jim Fealy
Chief of Police



PHONE (336) 887-7970
FAX (336) 887-7972
TDD (336) 883-8517

High Point Police Department

February 5, 2010

John William Doe:

As Chief of the High Point Police Department I am writing to let you know that your drug activities have come to my attention. Our agency has recently conducted an extensive undercover drug investigation in the Washington Drive neighborhood and as a result, you have been identified as a street level drug dealer.

I, along with the community, invite you to a meeting on February 9, 2010, at 5:30 p.m. in the City of High Point Council Chambers, 3rd floor of City Hall, 211 S. Hamilton

“You will not be arrested. This is not a trick. You should bring someone who is important in your life like a friend, parent or relative.”

message. You will receive a onetime offer of help and hear how the rules are being changed for you. Again, you will not be arrested at this meeting.

If you choose not to attend this meeting, we will not extend this offer to you. It is a one-time offer. Street level drug sales and related violence must stop in High Point. We are giving you one chance to hear our message before we are forced to take action against you.

Chief James Fealy
High Point Police Department



Step 7: Call-in/Notification

- ❖ Face-to-face communication with dealers; community (HPCAV) and law enforcement (VCTF)
- ❖ Strong community voice:
 - “you’re ours, you’re doing wrong, you have to stop and we’ll help”
 - “we are against what you do but we are for you”
- ❖ Law enforcement delivers a two pronged message:
 - drug dealing and violence will no longer be tolerated
 - offenders are hereby put on notice “you could be arrested now, you will be arrested if we know you are dealing”
- ❖ Through a resource coordinator they are offered help



High Point Community Against Violence

The HPCAV has grown into a 501(3)(c) non-profit organization made up of community members, clergy, service agencies, non-profits, private, governmental and educational agencies.

- ❖ Ministers
- ❖ Business leaders
- ❖ Realtors
- ❖ City Council
- ❖ Caring Services
- ❖ Guilford County Health Department
- ❖ West End Ministries
- ❖ Parks & Recreation
- ❖ Community Development & Housing
- ❖ University of NC at Greensboro
- ❖ Guilford County Schools
- ❖ Employment Security Commission
- ❖ Public Defenders
- ❖ High Point University
- ❖ United Way

Violent Crimes Task Force



Violent Crime Task Force

The VCTF is a partnership between the federal, state and local law enforcement agencies, Probation & Parole, District Attorney and the United States Attorney.



Face-to-face Notification “call-in”



Room Set Up



Step 8: Enforcement

- ❖ Officers and community are careful to watch for the first signs of drug dealing
- ❖ Immediate investigation of drug complaints:
 - Additional officers assigned to the area for the first few weeks
- ❖ Informants revisit confirmed drug locations
- ❖ Any verified complaint involving a notified dealer results in the warrant being signed and their arrest
- ❖ The District Attorney assigned one prosecutor for these cases



Step 9: Follow Up

- ❖ Follow up contact is made with the offenders to see if they are getting the help requested
- ❖ Community members keep in contact with notified offenders
 - Mentors are assigned
- ❖ Any arrest or success story communicated to the community through newsletters/flyers
- ❖ Frequent community meetings held
 - Beat officers attend community watches
- ❖ Property owners notified of nuisance abatement

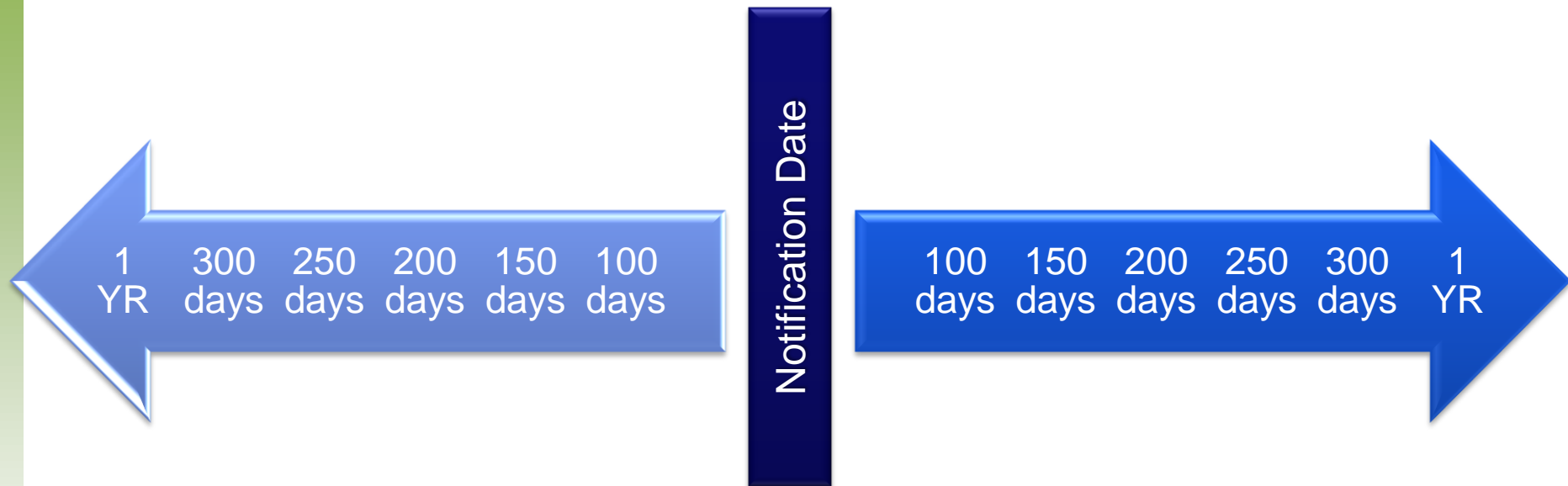
Analysis and Impact

Measuring the Success of DMI





Pre versus Post

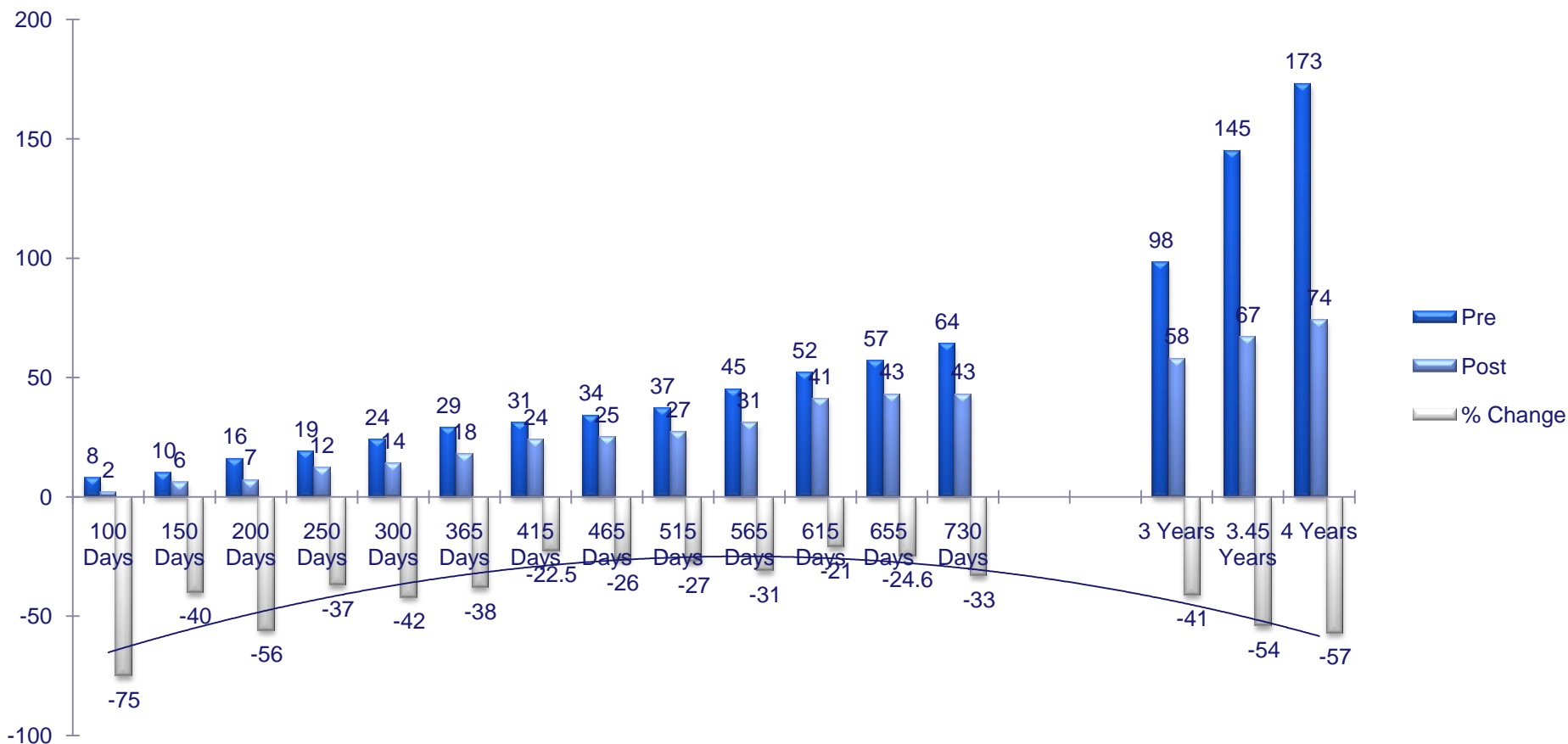


Measuring Crime Pre vs. Post Call-in

Compare crimes in 100 day increments before and after intervention



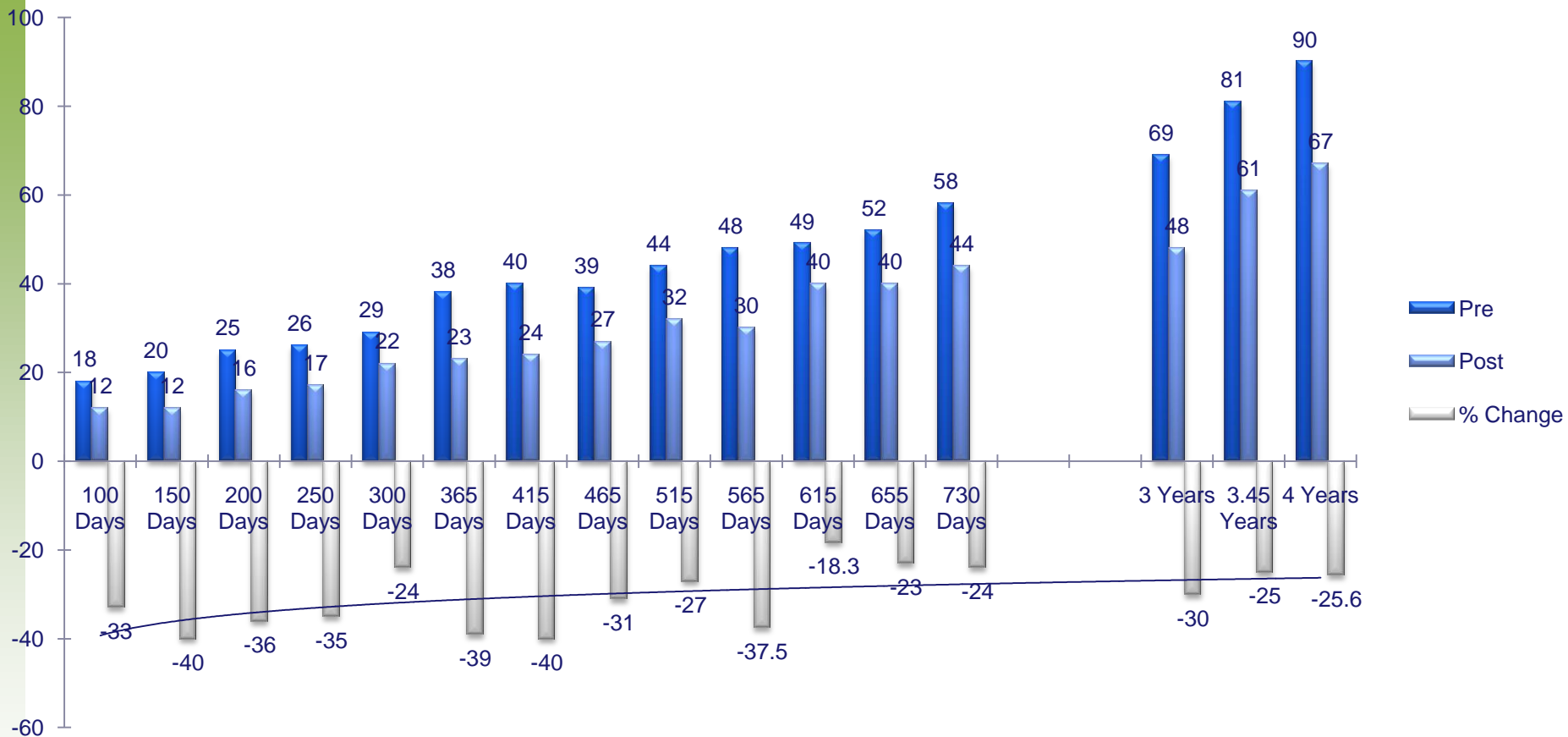
Violent Crime Change West End



Sustained 57% decrease in violent crime



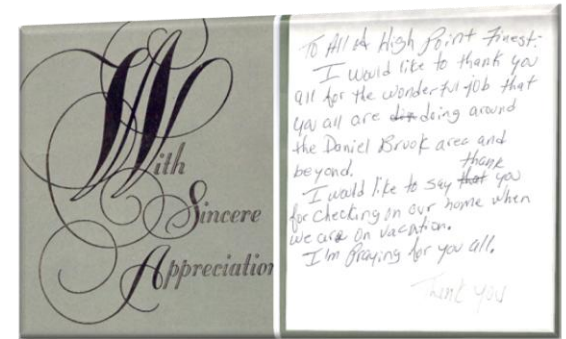
Drug Crimes Change West End



25% Decrease in drug related crimes



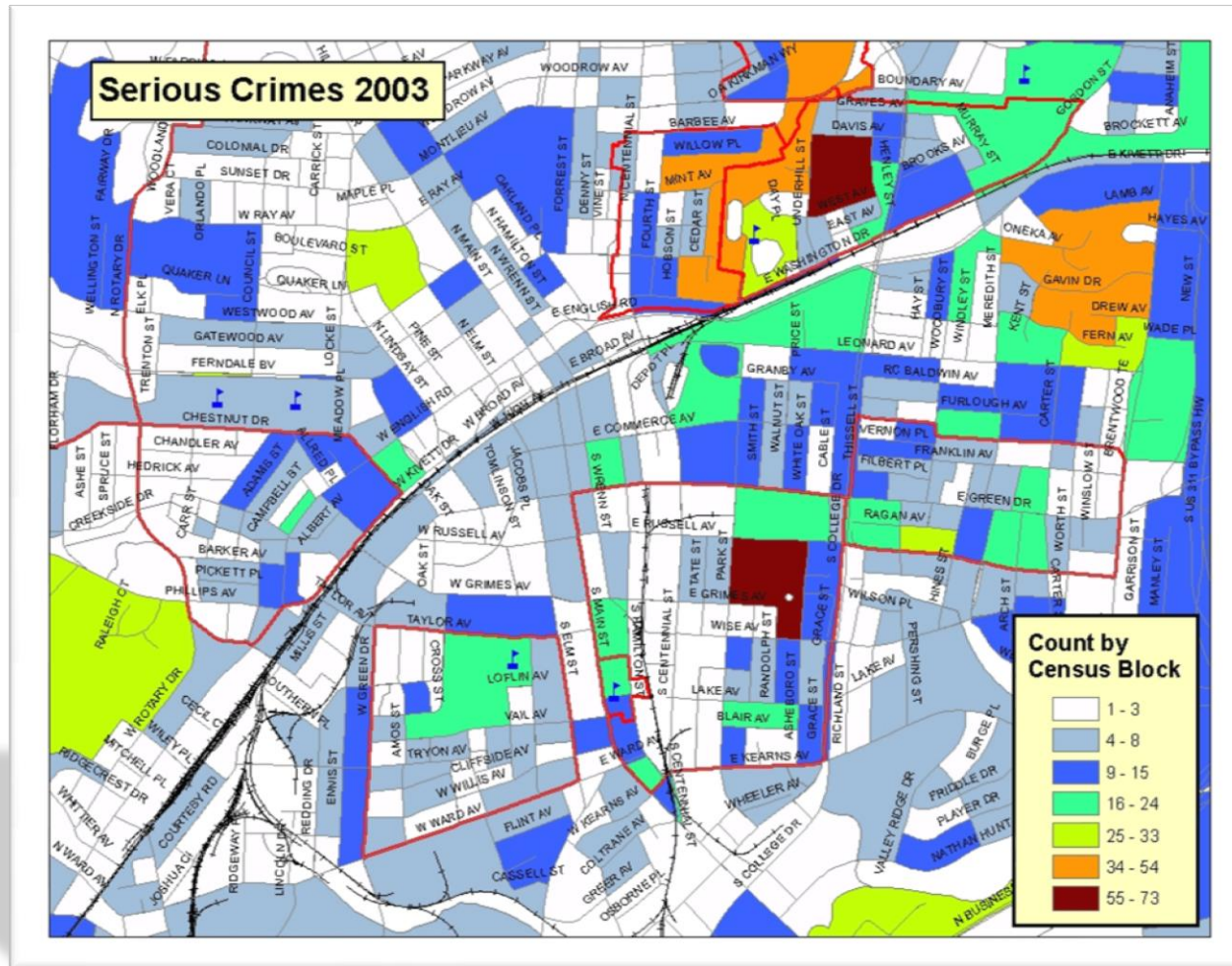
Qualitative Results



- ❖ Markets closed overnight!
- ❖ Calls for service increased 5%, but the type of calls shifted
- ❖ Bible school attendance up at English Road Baptist Church
 - Preacher says more kids from the neighborhood in attendance
- ❖ 911 caller on homicide has change of heart, converts from reluctant witness
- ❖ Defendant complains he cannot get substantial assistance because police shut down his drug neighborhood
- ❖ No homicides, rapes or gun assaults in target area
- ❖ Sustained for over 6 years, replicated in four other neighborhoods
 - Daniel Brooks, Southside, East Central, Washington Drive

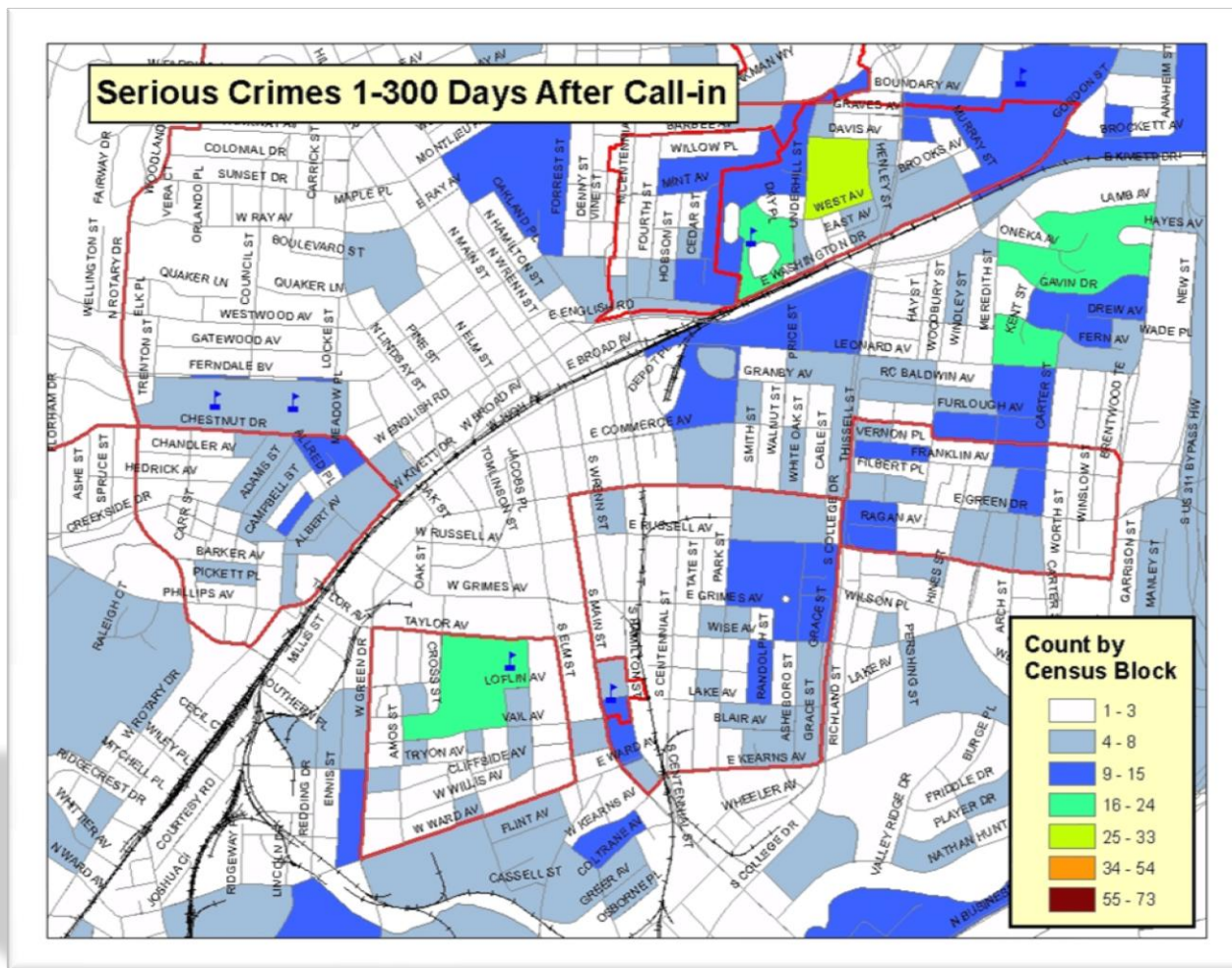


Violent Crime by Census Tracts



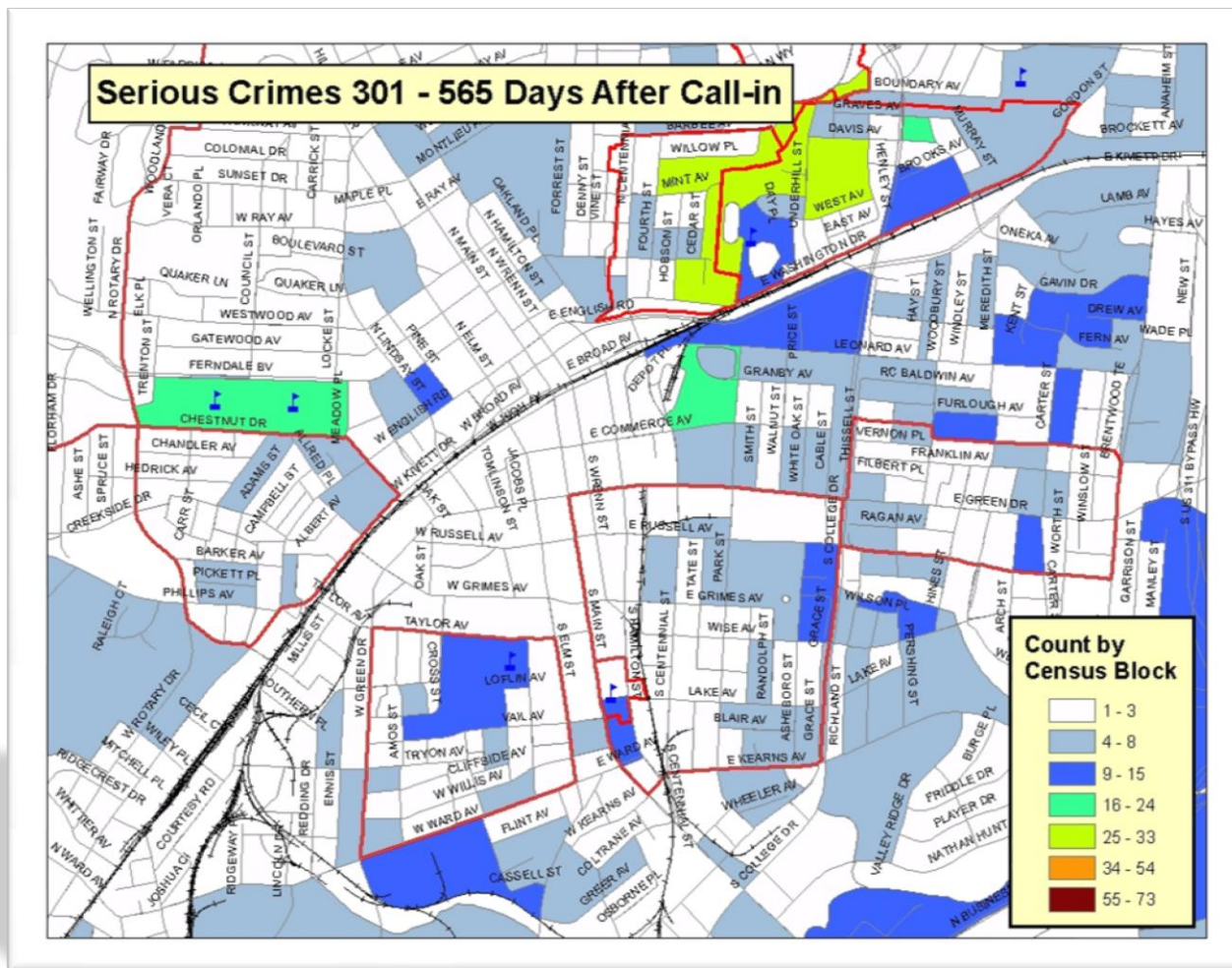


300 days after call-in



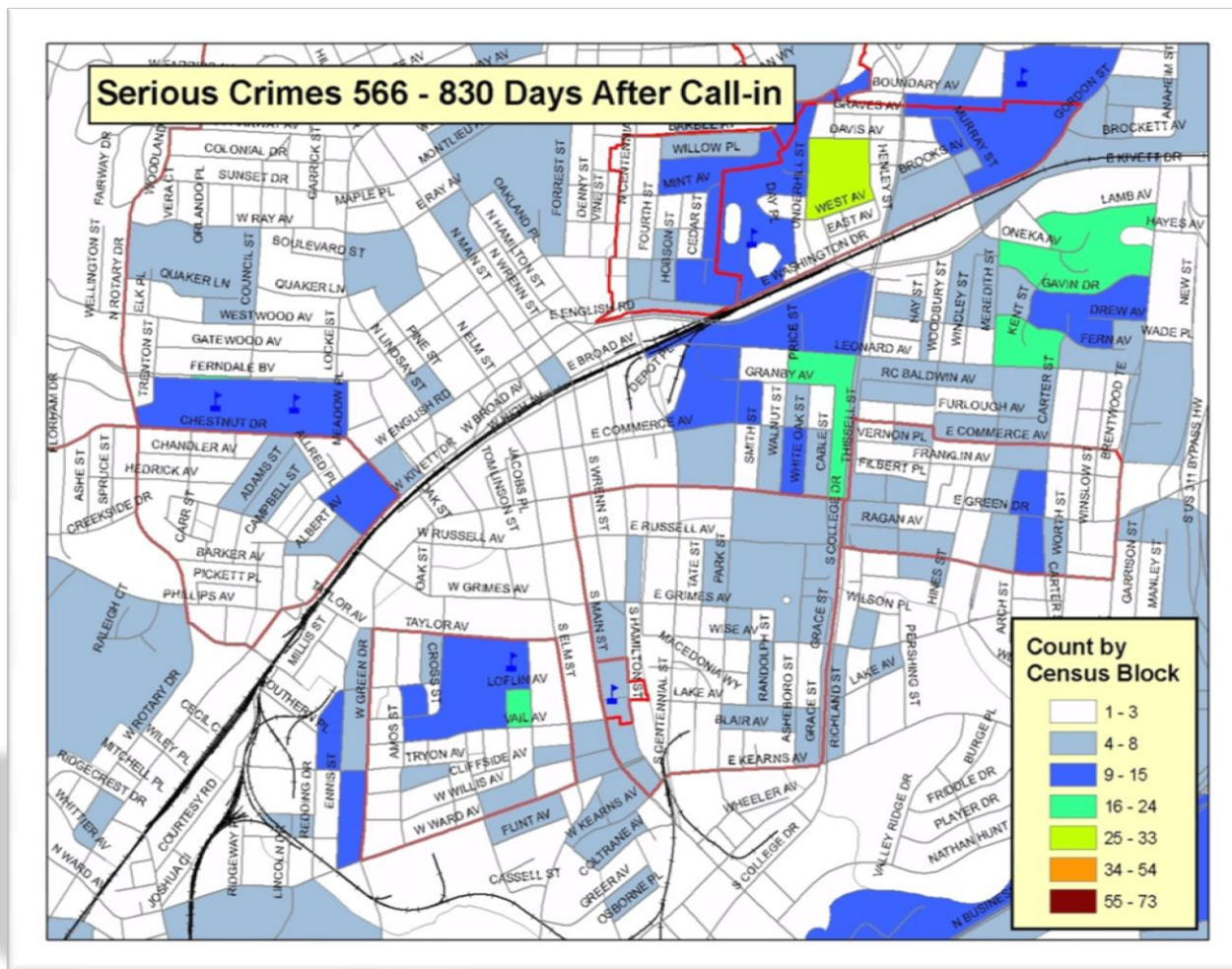


565 days



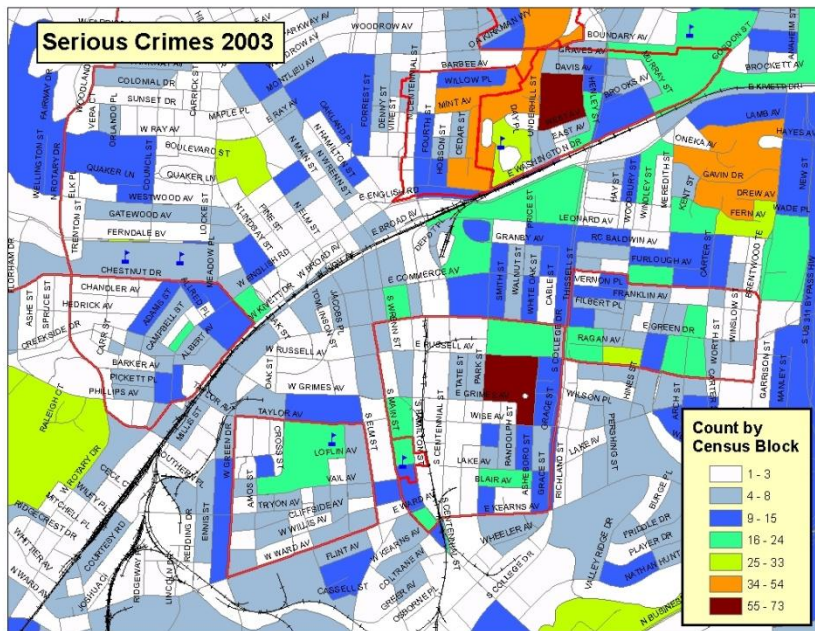


830 days

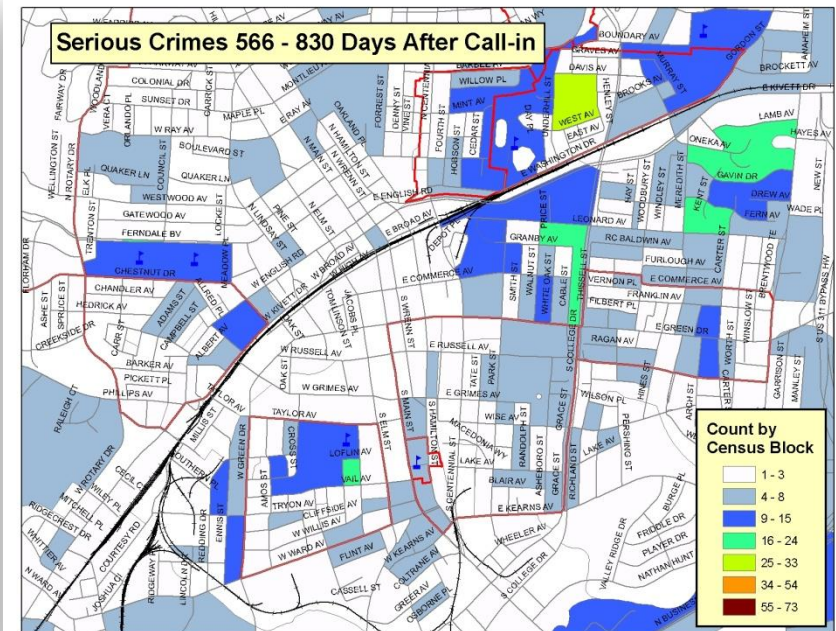




2 Year Violent Crime Change



2003

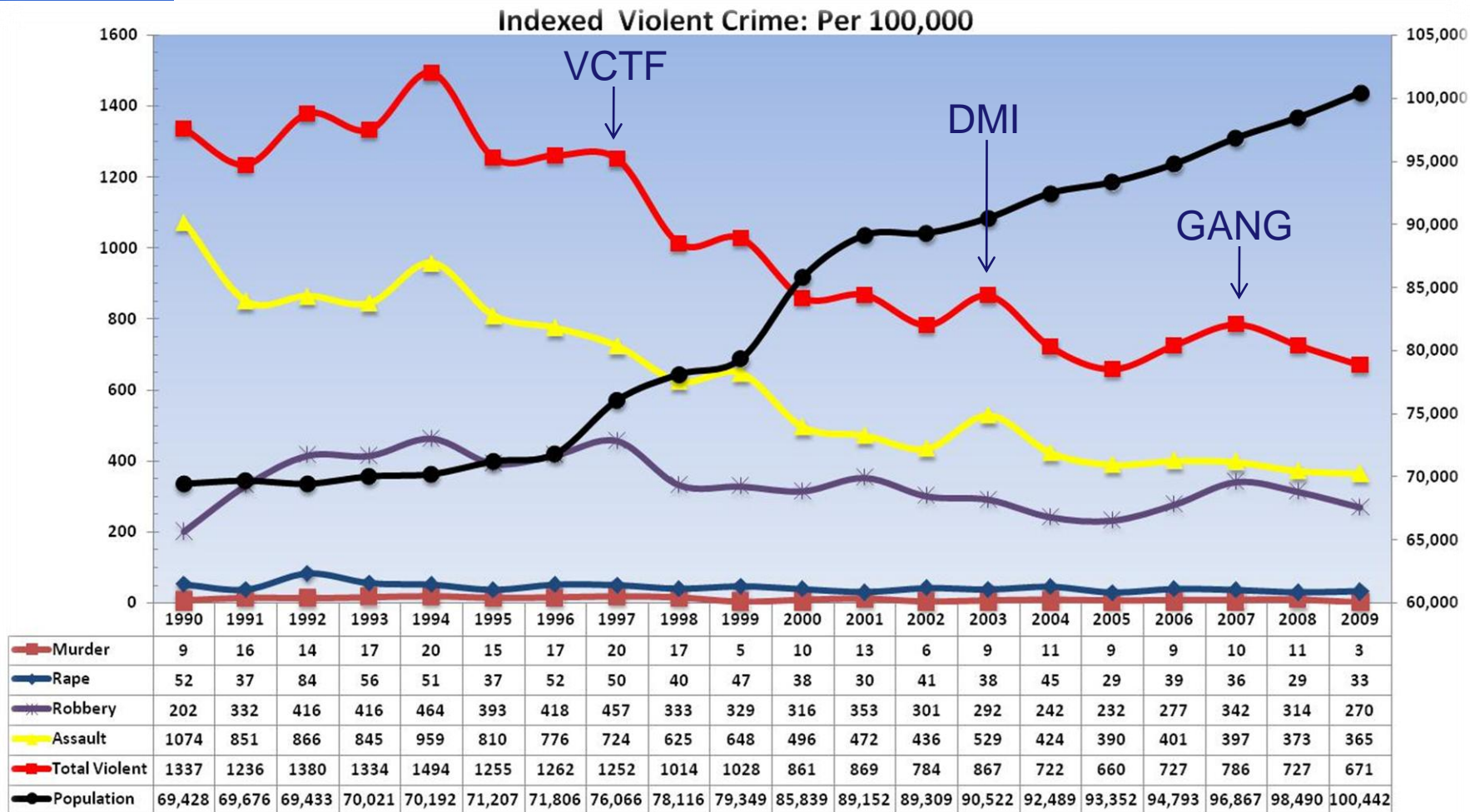


2006

20 % Reduction in Violent Crime Citywide



High Point's 20 Year Violent Crime Trend



46% reduction of violent crime index since 1997

DMI Post Initiative Strategy

Maintaining the Shutdown





Post Initiative Strategy Elements

1. Communication With The Community
2. Contact With The Notified Offenders
3. Peer To Peer Information Sharing Among Officers
4. Immediate Response To Threats
5. Monitor Physical Conditions Of The Neighborhood



Benefits of Implementing DMI

- ❖ Focused and data driven
- ❖ Seen as fair by the community (redeemable)
- ❖ Not a traditional police crackdown, community regains trust in police
- ❖ Results were immediate
- ❖ Sustainable
- ❖ Community shares responsibility for safety and holds offenders accountable
- ❖ Decrease in violent crime substantial
- ❖ New mutual understanding and racial dialogue



For more information contact:

Major Marty A. Sumner
High Point Police Department
1009 Leonard Avenue
High Point, NC 27260
336-887-7817

marty.sumner@highpointnc.gov